



**Health Services**  
LOS ANGELES COUNTY

Los Angeles County  
Board of Supervisors

**Gloria Molina**  
First District

**Mark Ridley-Thomas**  
Second District

**Zev Yaroslavsky**  
Third District

**Don Knabe**  
Fourth District

**Michael D. Antonovich**  
Fifth District

**John F. Schunhoff, Ph.D.**  
Interim Director

**Robert G. Splawn, M.D.**  
Interim Chief Medical Officer

313 N. Figueroa Street, Room 912  
Los Angeles, CA 90012

Tel: (213) 240-8101  
Fax: (213) 481-0503

February 20, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.   
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS, HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED TO THE TRANSITION TO THE NEW LAC+USC MEDICAL CENTER – PROGRESS REPORT #6 (Agenda Item #S-1, February 24, 2009)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the period of January 2009.

**Census Trending (ADC includes Psychiatric & Newborn Patients)**

The Average Daily Census (ADC) for the month of January 2009 was 551 out of 671 licensed beds, an estimated 80% utilization rate (82% occupancy). This is an increase from an ADC of 525 for the prior month. The census for Medical/Surgical units continues to grow with an estimated 93% utilization rate (95% occupancy) for January 2009.

**Diversion Data**

Emergency Department (ED) saturation diversion averaged 58% for the month of January 2009, an increase of 18% over the prior month. The hospital was also briefly on Internal Disaster diversion the night of January 10, 2009, when ED radiology service was temporarily disrupted because of technology issues, and was quickly resolved.

**Additional Information Requested**

On February 10, 2009, the Department of Health Services and the Chief Executive Office were instructed by Supervisor Knabe to report back on the length of time people wait to be seen in the ED and the number of patients who leave without being seen. The ED Boarding and Wait Times and Left Without Being Seen are included in the attached report and will be included regularly as part of the Operational Monitoring Report.

If you have any questions or need additional information, please contact me or Carol Meyer, Interim Chief Network Officer at (213) 240-8370.

JFS:CM:pm  
811:003

Attachment

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors

[www.dhs.lacounty.gov](http://www.dhs.lacounty.gov)

*To improve health  
through leadership,  
service and education.*

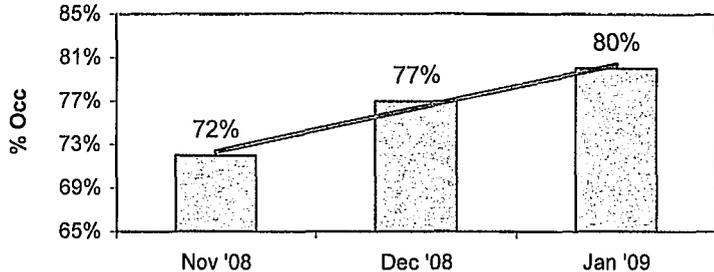
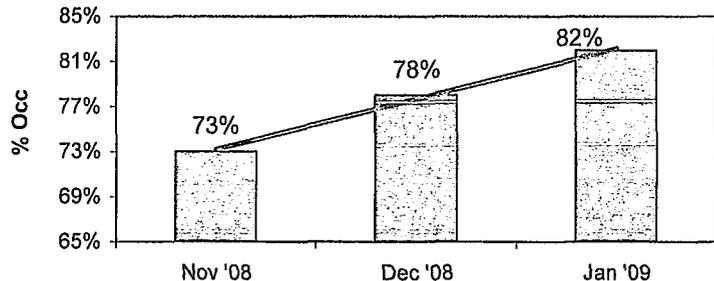
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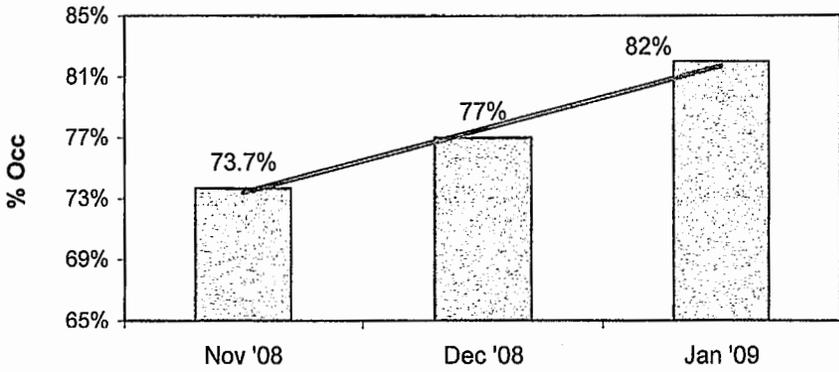
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Indicator	Definition	Data	Comments																																				
<b>Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics</b>																																							
<p>1a. Average Daily Census (ADC)</p>	<p><b>ADC:</b> A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p><b>Calculation:</b> Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p><b>Source of Data:</b> Affinity</p>	<p style="text-align: center;"><b>ADC</b></p> <table border="1" style="margin-top: 10px;"> <caption>ADC Data Points</caption> <thead> <tr> <th>Month</th> <th>ADC</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>637</td></tr> <tr><td>Jan '07</td><td>598</td></tr> <tr><td>Apr '07</td><td>623</td></tr> <tr><td>July '07</td><td>612</td></tr> <tr><td>Oct '07</td><td>605</td></tr> <tr><td>Jan '08</td><td>625.5</td></tr> <tr><td>Apr '08</td><td>623</td></tr> <tr><td>July '08</td><td>590</td></tr> <tr><td>Oct '08</td><td>609</td></tr> <tr><td>Jan '09</td><td>605</td></tr> <tr><td>Feb '09</td><td>583</td></tr> <tr><td>Mar '09</td><td>611</td></tr> <tr><td>Apr '09</td><td>578</td></tr> <tr><td>May '09</td><td>596</td></tr> <tr><td>Jun '09</td><td>525</td></tr> <tr><td>Jul '09</td><td>491</td></tr> <tr><td>Aug '09</td><td>551</td></tr> </tbody> </table> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p>	Month	ADC	Oct '06	637	Jan '07	598	Apr '07	623	July '07	612	Oct '07	605	Jan '08	625.5	Apr '08	623	July '08	590	Oct '08	609	Jan '09	605	Feb '09	583	Mar '09	611	Apr '09	578	May '09	596	Jun '09	525	Jul '09	491	Aug '09	551	<p>ADC provided as background information.</p>
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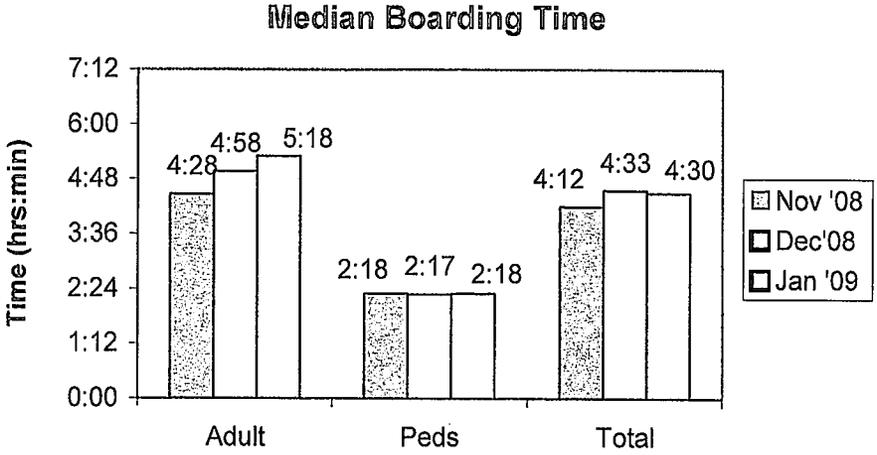
Indicator	Definition	Data	Comments
<p><b>1b.</b>  <b>Occupancy Rate</b>  <b>LAC+USC Medical Center</b></p>	<p><b>Definition:</b>            A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p><b>Calculation:</b>            The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p><b>Source of Data:</b>            Affinity</p> <p><b>Target:</b>            95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = <math>\text{Med Center Census} - \text{Newborns} / 600</math></p> <p style="text-align: center;">Med Center Census – Newborns / 600</p>  <p>2. Medical Center Licensed Occupancy Rate (including Newborns) = <math>\text{Med Center Census} + \text{Newborns} / 600</math></p> <p style="text-align: center;">Med Center Census + Newborns / 600</p> 	<p>For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.</p>

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		<p>3. Healthcare Network Budgeted Occupancy            Med Center Census + Newborns + Psych Hosp Census / 671</p> <p align="center">Med Center Census + Newborns + Psych Hosp Census / 671</p>  <table border="1" data-bbox="673 536 1512 908"> <caption>Healthcare Network Budgeted Occupancy Data</caption> <thead> <tr> <th>Month</th> <th>% Occ</th> </tr> </thead> <tbody> <tr> <td>Nov '08</td> <td>73.7%</td> </tr> <tr> <td>Dec '08</td> <td>77%</td> </tr> <tr> <td>Jan '09</td> <td>82%</td> </tr> </tbody> </table> <p>Medical Center = New facility            Healthcare Network = New facility + Psychiatric Hospitals</p>	Month	% Occ	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	
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**Indicator #2 - Emergency Department Metrics**

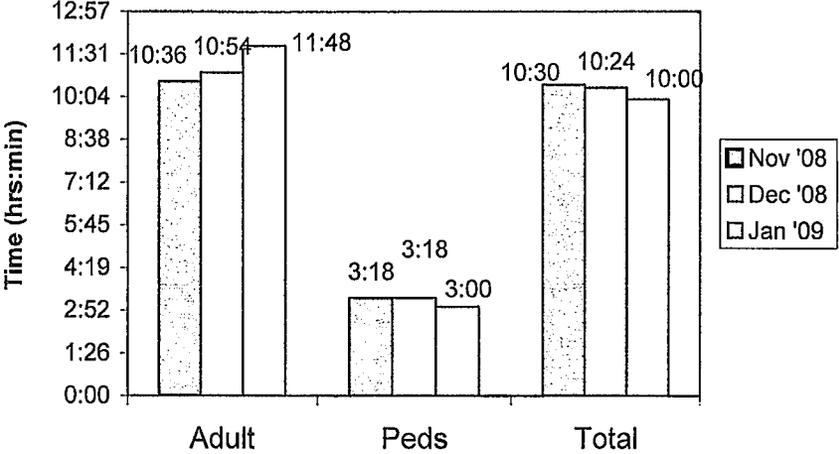
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<p><b>2a.</b>  <b>Median Emergency Department Boarding Time (EDBT)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>Boarding Time:</b>            Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p><b>Calculation:</b>            The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p><b>Source of Data:</b>            Affinity</p> <p><b>Target:</b>            Less than 7 hours.</p>	<p style="text-align: center;"><b>Median Boarding Time</b></p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Median Boarding Time Data</caption> <thead> <tr> <th>Category</th> <th>Nov '08</th> <th>Dec '08</th> <th>Jan '09</th> </tr> </thead> <tbody> <tr> <td>Adult</td> <td>4:28</td> <td>4:58</td> <td>5:18</td> </tr> <tr> <td>Peds</td> <td>2:18</td> <td>2:17</td> <td>2:18</td> </tr> <tr> <td>Total</td> <td>4:12</td> <td>4:33</td> <td>4:30</td> </tr> </tbody> </table>	Category	Nov '08	Dec '08	Jan '09	Adult	4:28	4:58	5:18	Peds	2:18	2:17	2:18	Total	4:12	4:33	4:30	
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<p><b>2b.</b> <b>ED Wait Time</b></p>	<p><b>ED Wait Time:</b> Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><b>Definition:</b> Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> No target value. Lower numbers are better.</p>	<p style="text-align: center;"><b>ED Wait Time</b></p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>ED Wait Time Data</caption> <thead> <tr> <th>Category</th> <th>Nov '08</th> <th>Dec '08</th> <th>Jan '09</th> </tr> </thead> <tbody> <tr> <td>Adult</td> <td>10:36</td> <td>10:54</td> <td>11:48</td> </tr> <tr> <td>Peds</td> <td>3:18</td> <td>3:18</td> <td>3:00</td> </tr> <tr> <td>Total</td> <td>10:30</td> <td>10:24</td> <td>10:00</td> </tr> </tbody> </table> <p><b>Adult Wait Time :</b> *Excludes Psych, Pediatric and Observation Unit patients</p> <p><b>Total ED Wait time:</b> *Includes Psych, Pediatric and Observation Unit, Jail and adult patients</p> <p>Jan data is Preliminary data</p>	Category	Nov '08	Dec '08	Jan '09	Adult	10:36	10:54	11:48	Peds	3:18	3:18	3:00	Total	10:30	10:24	10:00	
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<p><b>2c.</b>  <b>Left Without Being Seen (LWBS)</b>   <b>*Harris Rodde Indicator</b></p>	<p><b>LWBS:</b>  The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p><b>Calculation:</b>  The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p><b>Source of Data:</b>  Affinity</p> <p><b>Target:</b>  No target value. Lower numbers are better</p>	<p style="text-align: center;"><b>Left Without Being Seen</b></p> <table border="1"> <caption>Approximate Data from Chart</caption> <thead> <tr> <th>Month</th> <th>Number</th> <th>Percent</th> </tr> </thead> <tbody> <tr><td>Oct-06</td><td>1200</td><td>10%</td></tr> <tr><td>Nov</td><td>1000</td><td>8%</td></tr> <tr><td>Dec</td><td>900</td><td>7%</td></tr> <tr><td>Jan</td><td>1000</td><td>8%</td></tr> <tr><td>Feb</td><td>900</td><td>7%</td></tr> <tr><td>Mar</td><td>800</td><td>6%</td></tr> <tr><td>Apr</td><td>800</td><td>6%</td></tr> <tr><td>May</td><td>800</td><td>6%</td></tr> <tr><td>Jun</td><td>900</td><td>7%</td></tr> <tr><td>Jul</td><td>1100</td><td>9%</td></tr> <tr><td>Aug</td><td>1100</td><td>9%</td></tr> <tr><td>Sep</td><td>1000</td><td>8%</td></tr> <tr><td>Oct</td><td>1000</td><td>8%</td></tr> <tr><td>Nov</td><td>800</td><td>6%</td></tr> <tr><td>Dec</td><td>900</td><td>7%</td></tr> <tr><td>Jan</td><td>1000</td><td>8%</td></tr> <tr><td>Feb</td><td>1000</td><td>8%</td></tr> <tr><td>Mar</td><td>1000</td><td>8%</td></tr> <tr><td>Apr</td><td>700</td><td>5%</td></tr> <tr><td>May</td><td>800</td><td>6%</td></tr> <tr><td>Jun</td><td>900</td><td>7%</td></tr> <tr><td>Jul</td><td>900</td><td>7%</td></tr> <tr><td>Aug</td><td>1000</td><td>8%</td></tr> <tr><td>Sep</td><td>1000</td><td>8%</td></tr> <tr><td>Oct</td><td>1100</td><td>9%</td></tr> <tr><td>Nov</td><td>1600</td><td>12%</td></tr> <tr><td>Dec</td><td>1400</td><td>10%</td></tr> <tr><td>Jan 09</td><td>2300</td><td>16%</td></tr> </tbody> </table>	Month	Number	Percent	Oct-06	1200	10%	Nov	1000	8%	Dec	900	7%	Jan	1000	8%	Feb	900	7%	Mar	800	6%	Apr	800	6%	May	800	6%	Jun	900	7%	Jul	1100	9%	Aug	1100	9%	Sep	1000	8%	Oct	1000	8%	Nov	800	6%	Dec	900	7%	Jan	1000	8%	Feb	1000	8%	Mar	1000	8%	Apr	700	5%	May	800	6%	Jun	900	7%	Jul	900	7%	Aug	1000	8%	Sep	1000	8%	Oct	1100	9%	Nov	1600	12%	Dec	1400	10%	Jan 09	2300	16%	
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<p><b>2d.</b> <b>ED Diversion</b></p>	<p><b>ED Diversion:</b> A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p><b>Calculation:</b> The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p><b>Source of Data:</b> ReddiNet</p>	<p style="text-align: center;"><b>Diversion of ALS Units due to ED Saturation</b></p> <table border="1" style="display: none;"> <caption>Data for Diversion of ALS Units due to ED Saturation</caption> <thead> <tr> <th>Month</th> <th>% on Diversion</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>49</td></tr> <tr><td>Dec '06</td><td>42</td></tr> <tr><td>Feb '07</td><td>31</td></tr> <tr><td>Apr '07</td><td>38</td></tr> <tr><td>Jun '07</td><td>45</td></tr> <tr><td>Aug '07</td><td>42</td></tr> <tr><td>Oct '07</td><td>38</td></tr> <tr><td>Dec '07</td><td>31</td></tr> <tr><td>Feb '08</td><td>34</td></tr> <tr><td>Apr '08</td><td>36</td></tr> <tr><td>Jun '08</td><td>28</td></tr> <tr><td>Aug '08</td><td>21</td></tr> <tr><td>Oct '08</td><td>21</td></tr> <tr><td>Dec '08</td><td>25</td></tr> <tr><td>Feb '09</td><td>52</td></tr> <tr><td>Apr '09</td><td>51</td></tr> <tr><td>Jun '09</td><td>51</td></tr> <tr><td>Aug '09</td><td>30</td></tr> <tr><td>Oct '09</td><td>23</td></tr> <tr><td>Dec '09</td><td>25</td></tr> <tr><td>Feb '10</td><td>42</td></tr> <tr><td>Apr '10</td><td>40</td></tr> <tr><td>Jun '10</td><td>50</td></tr> <tr><td>Aug '10</td><td>51</td></tr> <tr><td>Oct '10</td><td>50</td></tr> <tr><td>Dec '10</td><td>40</td></tr> <tr><td>Feb '11</td><td>58</td></tr> </tbody> </table>	Month	% on Diversion	Oct '06	49	Dec '06	42	Feb '07	31	Apr '07	38	Jun '07	45	Aug '07	42	Oct '07	38	Dec '07	31	Feb '08	34	Apr '08	36	Jun '08	28	Aug '08	21	Oct '08	21	Dec '08	25	Feb '09	52	Apr '09	51	Jun '09	51	Aug '09	30	Oct '09	23	Dec '09	25	Feb '10	42	Apr '10	40	Jun '10	50	Aug '10	51	Oct '10	50	Dec '10	40	Feb '11	58	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p><b>Key points:</b></p> <ul style="list-style-type: none"> <li>-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.</li> <li>-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".</li> </ul>
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<b>3. &amp; 4.</b> <b>Rancho Los Amigos Hospital (RLAH) Transfers</b>	<p><b>Transfers:</b>  The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units.</p> <p><b>Data Source:</b>  Manual record keeping.</p> <p>Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.</p>	<p><u>Month of Jan</u></p> <p><u>Referrals from ER:</u></p> <table border="1" data-bbox="671 462 1583 845"> <thead> <tr> <th></th> <th>Med/Surg</th> <th>Acute Stroke</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td># Met transfer criteria</td> <td>37</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Referred to RLAH</td> <td>37</td> <td>21</td> <td>58</td> </tr> <tr> <td># Transfers</td> <td>24</td> <td>21</td> <td>45</td> </tr> <tr> <td># Denied</td> <td>2</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Cancelled</td> <td>11</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Patients refused</td> <td>NA</td> <td>NA</td> <td>-</td> </tr> </tbody> </table> <p><u>Referrals from Inpatients:</u></p> <table border="1" data-bbox="671 948 1562 1390"> <thead> <tr> <th></th> <th>Med/Surg</th> <th>Acute Stroke</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td># Met transfer criteria</td> <td>47</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Referred to RLAH</td> <td>36</td> <td>5</td> <td>41</td> </tr> <tr> <td># Transfers</td> <td>29</td> <td>5</td> <td>34</td> </tr> <tr> <td># Denied</td> <td>4</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Cancelled</td> <td>6</td> <td>NA</td> <td>-</td> </tr> <tr> <td># Patients refused</td> <td>1</td> <td>NA</td> <td>-</td> </tr> <tr> <td>Other /Pending</td> <td>9</td> <td>NA</td> <td>-</td> </tr> </tbody> </table>		Med/Surg	Acute Stroke	Total	# Met transfer criteria	37	NA	-	# Referred to RLAH	37	21	58	# Transfers	24	21	45	# Denied	2	NA	-	# Cancelled	11	NA	-	# Patients refused	NA	NA	-		Med/Surg	Acute Stroke	Total	# Met transfer criteria	47	NA	-	# Referred to RLAH	36	5	41	# Transfers	29	5	34	# Denied	4	NA	-	# Cancelled	6	NA	-	# Patients refused	1	NA	-	Other /Pending	9	NA	-	
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<b>Indicator #5 – Harris Rodde Indicators</b>																																																																																										
<p><b>5.</b></p> <p><b>Average Length of Stay (ALOS)</b></p> <p><b>*Harris Rodde Indicator</b></p>	<p><b>LOS:</b> The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p><b>Total LOS:</b></p> <p><b>Calculation:</b> ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p><b>Source of Data:</b> Affinity</p> <p><b>Target:</b> &lt;5.5 days</p>	<p style="text-align: center;"><b>ALOS</b></p> <table border="1" style="margin-top: 10px;"> <caption>ALOS Data Points (Estimated from Graph)</caption> <thead> <tr> <th>Month</th> <th>Actual ALOS</th> <th>Target ALOS</th> </tr> </thead> <tbody> <tr><td>Oct '06</td><td>6.5</td><td>5.5</td></tr> <tr><td>Nov '06</td><td>6.4</td><td>5.5</td></tr> <tr><td>Dec '06</td><td>5.6</td><td>5.5</td></tr> <tr><td>Jan '07</td><td>5.1</td><td>5.5</td></tr> <tr><td>Feb '07</td><td>5.3</td><td>5.5</td></tr> <tr><td>Mar '07</td><td>5.6</td><td>5.5</td></tr> <tr><td>Apr '07</td><td>5.5</td><td>5.5</td></tr> <tr><td>May '07</td><td>5.8</td><td>5.5</td></tr> <tr><td>Jun '07</td><td>5.3</td><td>5.5</td></tr> <tr><td>Jul '07</td><td>5.2</td><td>5.5</td></tr> <tr><td>Aug '07</td><td>5.2</td><td>5.5</td></tr> <tr><td>Sep '07</td><td>5.4</td><td>5.5</td></tr> <tr><td>Oct '07</td><td>5.2</td><td>5.5</td></tr> <tr><td>Nov '07</td><td>5.1</td><td>5.5</td></tr> <tr><td>Dec '07</td><td>4.7</td><td>5.5</td></tr> <tr><td>Jan '08</td><td>5.7</td><td>5.5</td></tr> <tr><td>Feb '08</td><td>5.3</td><td>5.5</td></tr> <tr><td>Mar '08</td><td>5.8</td><td>5.5</td></tr> <tr><td>Apr '08</td><td>5.8</td><td>5.5</td></tr> <tr><td>May '08</td><td>5.7</td><td>5.5</td></tr> <tr><td>Jun '08</td><td>5.4</td><td>5.5</td></tr> <tr><td>Jul '08</td><td>5.8</td><td>5.5</td></tr> <tr><td>Aug '08</td><td>5.8</td><td>5.5</td></tr> <tr><td>Sep '08</td><td>5.7</td><td>5.5</td></tr> <tr><td>Oct '08</td><td>5.4</td><td>5.5</td></tr> <tr><td>Nov '08</td><td>5.4</td><td>5.5</td></tr> <tr><td>Dec '08</td><td>5.4</td><td>5.5</td></tr> <tr><td>Jan '09</td><td>5.4</td><td>5.5</td></tr> </tbody> </table> <p style="text-align: center;">◆ Target ALOS      □ Actual ALOS</p> <p>*Preliminary data pending Auditor-Controller validation</p>	Month	Actual ALOS	Target ALOS	Oct '06	6.5	5.5	Nov '06	6.4	5.5	Dec '06	5.6	5.5	Jan '07	5.1	5.5	Feb '07	5.3	5.5	Mar '07	5.6	5.5	Apr '07	5.5	5.5	May '07	5.8	5.5	Jun '07	5.3	5.5	Jul '07	5.2	5.5	Aug '07	5.2	5.5	Sep '07	5.4	5.5	Oct '07	5.2	5.5	Nov '07	5.1	5.5	Dec '07	4.7	5.5	Jan '08	5.7	5.5	Feb '08	5.3	5.5	Mar '08	5.8	5.5	Apr '08	5.8	5.5	May '08	5.7	5.5	Jun '08	5.4	5.5	Jul '08	5.8	5.5	Aug '08	5.8	5.5	Sep '08	5.7	5.5	Oct '08	5.4	5.5	Nov '08	5.4	5.5	Dec '08	5.4	5.5	Jan '09	5.4	5.5	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on number of transfers.</p>
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<b>Indicator #6 – Pediatric Metrics</b>																							
<p><b>6.</b></p> <p><b>Pediatric Bed Census and Occupancy (%)</b></p> <p><b>Pediatric ICU (PICU)</b></p> <p><b>Neonatal ICU (NICU)</b></p> <p><b>Pediatric Unit</b></p> <p><b>Adolescent Unit</b></p>	<p><b>Census:</b> The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward.</p> <p><b>Occupancy:</b> The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage.</p> <p><b>Source of Data:</b> Affinity</p>	<table border="1"> <caption>Pediatric Bed Census and Occupancy (%) Data</caption> <thead> <tr> <th>Unit</th> <th>Nov-08</th> <th>Dec-08</th> <th>Jan-09</th> </tr> </thead> <tbody> <tr> <td>NICU (40 Beds)</td> <td>56%</td> <td>52%</td> <td>52%</td> </tr> <tr> <td>Peds Ward (25 Beds)</td> <td>54%</td> <td>60%</td> <td>68%</td> </tr> <tr> <td>PICU (10 Beds)</td> <td>50%</td> <td>60%</td> <td>70%</td> </tr> <tr> <td>Med/Surg Adolescent (20 Beds)</td> <td>33%</td> <td>40%</td> <td>75%</td> </tr> </tbody> </table>	Unit	Nov-08	Dec-08	Jan-09	NICU (40 Beds)	56%	52%	52%	Peds Ward (25 Beds)	54%	60%	68%	PICU (10 Beds)	50%	60%	70%	Med/Surg Adolescent (20 Beds)	33%	40%	75%	
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